



# 2020 STRATEGIC PLAN



# A LETTER FROM THE EXEC. DIRECTOR



For outdoor enthusiasts—those of us who drive an \$887 billion outdoor recreation economy and support 7.6 million American jobs—the climate crisis is in our backyard. It's the unpredictable winters and shrinking snowpacks, the wildfires that consume and shut down our National Parks and threaten our trails, crags, rivers and mountain communities. It's not theoretical. It's happening right now in the places we hold dear. It is real and it is personal, and it's not just about our own fun. It is a metaphor and a way for our community to understand the deep suffering climate change is causing across the globe.

In an era where political and policy wins hinge on marginal gains, we can no longer simply rely on the traditional climate movement. We need to bring passionate new constituents into the fold to build decisive, sustainable political and cultural power.

There are over 34 million Americans who identify themselves as climbers, skiers/snowboarders, trailrunners or mountain bikers; that's 25% of all the voters in the 2016 election. With the right tools, these Americans—this passionate outdoor community of ours—can be the difference in addressing the climate crisis. Connected by our shared love of the outdoors, we can turn our passion into purpose, and then into results.

In the same way we deploy in small teams to achieve great summits or remote first descents, we don't need to mobilize all 36 million outdoor sport enthusiasts; remember, the civil rights movement wasn't all Americans, just the best. The Enlightenment wasn't all Europeans, it was roughly two hundred. We need to recruit thousands who will show up in the critical places at the right time, creating the margins needed to win. These voices can have a disproportionate impact, tipping the scales to force a sweeping shift in how the country addresses the climate crisis.

The geographies we occupy, the size of our community, the economic power of our industry and the passion we bring to our commitments are why we can become the solution.

Mario Molina

A handwritten signature in white ink, which appears to read "Mario Molina". The signature is stylized and fluid, with a long horizontal line extending from the end.

Executive Director, POW



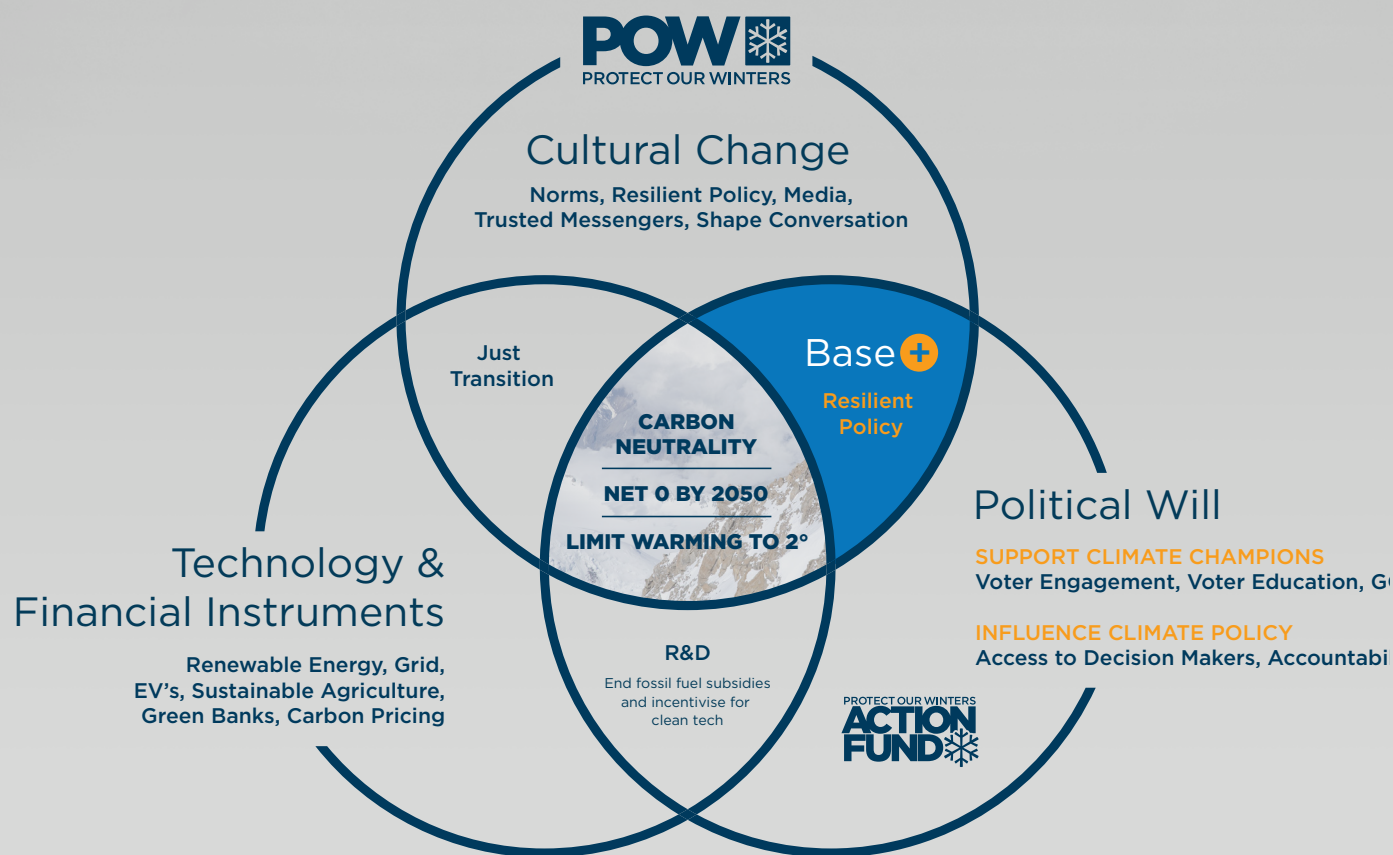
# WHO WE ARE

*Our mission is to turn passionate outdoor people into effective climate advocates. We bring together a community of athletes, creative pioneers, and forward-thinking business leaders to affect systemic solutions to climate change.*

In the future we envision, the world embraces renewable energy, electric transport, breakthrough technologies and market policies to achieve carbon neutrality by the end of the century. In the process, we do not sacrifice, but instead turbo-charge, joy. We drive to crags, trailheads, and renewably powered ski areas in zero emissions vehicles; individuals and industries pay a fair price for their carbon footprint; and elected officials from all parties at all levels of government make addressing climate their top policy priority. We recognize our actions here as a model for the world. Healthy, strong, wildly adventurous, grinning at the camera, we still never forget our privilege, knowing that our battle against climate change is not only for ourselves, but for a billion global citizens threatened with profound suffering.



# WHAT'S NEEDED TO DRIVE A WIN ON CLIMATE





# POW'S EDGE

POW is uniquely effective at engaging and activating members of the outdoor sports community with values-based issue education and clear pathways to action. By leveraging a robust network of outdoor athletes and like-minded brands, POW's voice is elevated and amplified to inspire action throughout the community.

## **Collaborations That Make a Difference:**

POW 'punches above its weight' by working in powerful collaboration with today's most inspiring outdoor athletes, photographers, artists, musicians and outdoor businesses. Together, we build tools, create engaging touchpoints and arm our communities to take action on behalf of our climate.

**Building Advocates:** In preparation for 2020, POW performed a robust national motivation study to understand how our Alliances can inspire our community to take on more complex and sustained advocacy actions. We know that a fact-based message of urgency and opportunity will help build our base and inspire action, and these insights will inform our messaging strategy across all POW touchpoints. Together we can transform our community into effective climate champions.

The POW Annual Leadership Summit hosted 100 athletes, donors and brand partners in Yosemite to discuss financial, technological and strategic solutions to climate change. Harvard Professor Naomi Oreskes cleaned a Yosemite 5.7 with Conrad Anker belaying...talking climate policy the whole time. After four days of training, these leaders and POW representatives left prepared to take action and carry out POW's goals for the coming year.

Neimand Collaborative National Motivation Study: Combination of qualitative focus groups (in three U.S. cities) online discussion boards, confidential alliance interviews and quantitative survey of over 2,000 respondents in select geographies.

POW drew a crowd of more than 600 supporters for our annual "Passion Into Purpose" party in Denver, Colorado featuring keynote speaker, Gov. Jared Polis and a panel of highly accomplished athletes to build support for Colorado's aggressive climate agenda

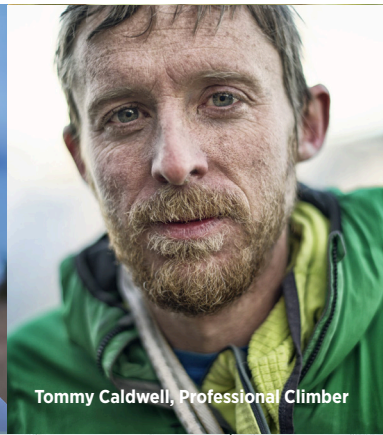




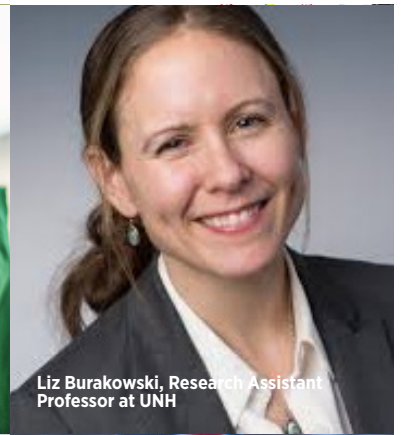
Amie Engerbretson, Professional Skier



Anton Krupicka, Mountain Runner



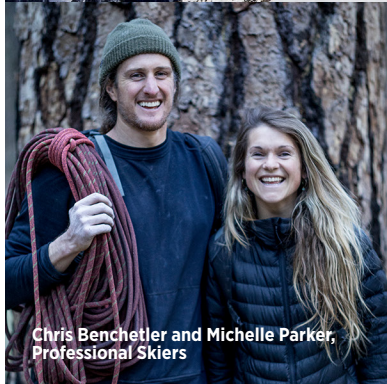
Tommy Caldwell, Professional Climber



Liz Burakowski, Research Assistant Professor at UNH



Hilaree Nelson, Professional Mountaineer



Chris Benchetler and Michelle Parker, Professional Skiers



Jeremy Jones, POW Founder, Professional Snowboarder



Zaria Forman, Artist



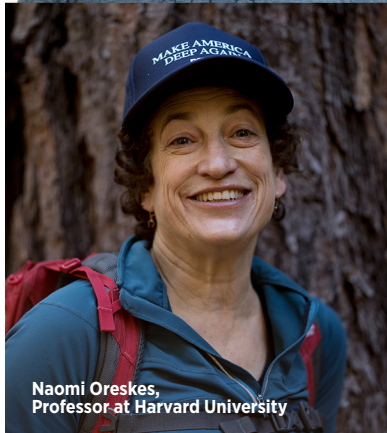
Cody Townsend, Professional Skier



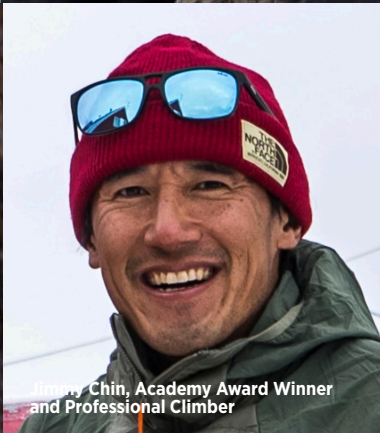
Jeremy Collins, Artist



Dr. Anne Nolin, Professor Atmospheric Sciences, Oregon State University



Naomi Oreskes, Professor at Harvard University



Jimmy Chin, Academy Award Winner and Professional Climber



Seth Wescott, Professional Snowboarder



Caroline Gleich, Ski Mountaineer



POW'S EDGE

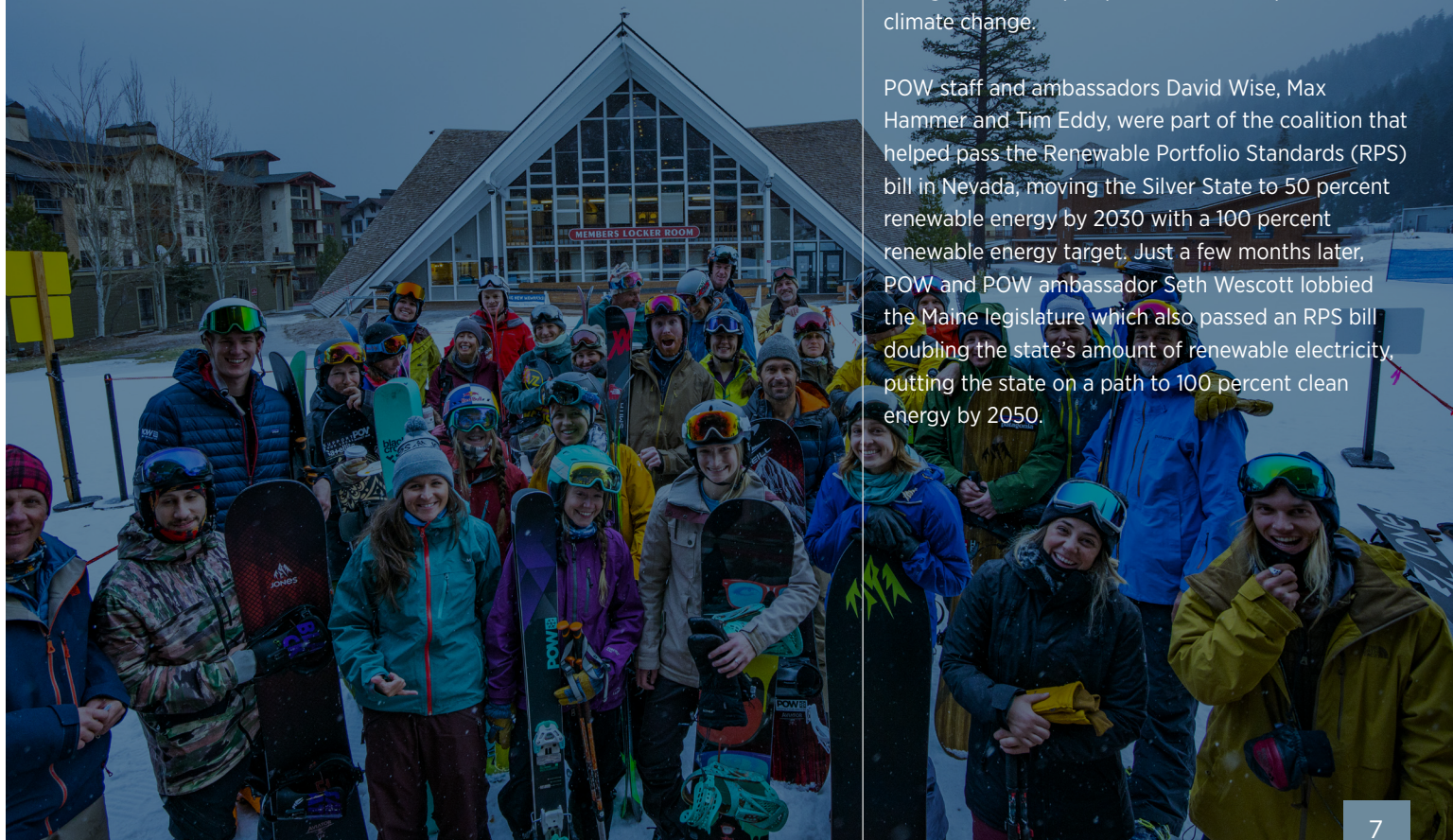
# ATHLETE ALLIANCE

POW's **120 athlete ambassadors** are at the top of their game in their respective sports: Everest summiteers, cutting-edge explorers and Olympic medalists. All push the boundaries of excellence in their sports and represent the best this country has to offer. Equally impressive is their dedication to applying that same resolve to advocate for continued climate action. Our athletes' accomplishments, ethos and stories transcend political affiliation and bias.

**Their collective voice has the captive attention of over 17 million people** and the potential to inspire millions more. But many have not yet realized their own potential for impact on the topic. They need the confidence to step into a leadership role or simply don't know where to focus their energy and leverage their influence. POW helps athletes find their voice and transform into influential climate advocates who educate, unite and direct their outdoor communities to meaningful climate action. Remember: neither Rosa Parks nor MLK just happened. They were made, attending hours of training in civic action.

In the lead-up to successfully passing the most important climate bill in Colorado's history, POW brought Olympic gold medalist Arielle Gold, alpinist Matt Segal and ultra runner Clare Gallagher to testify at the Colorado state house. Their testimonies brought a distinct perspective on the impacts of climate change.

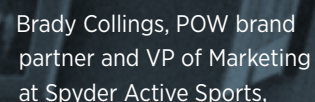
POW staff and ambassadors David Wise, Max Hammer and Tim Eddy, were part of the coalition that helped pass the Renewable Portfolio Standards (RPS) bill in Nevada, moving the Silver State to 50 percent renewable energy by 2030 with a 100 percent renewable energy target. Just a few months later, POW and POW ambassador Seth Wescott lobbied the Maine legislature which also passed an RPS bill doubling the state's amount of renewable electricity, putting the state on a path to 100 percent clean energy by 2050.





## POW'S EDGE

We find opportunities for CEOs and senior executives to speak out on clean energy policy in their communities, help craft messaging, meet with regulators and elected officials and develop education and engagement programs for their staff. For example: David Perry, A senior vice president of Alterra Mountain Co, testified to the Colorado Air Quality Control Commission in support of adopting California's Zero Emissions Vehicle standards. Perry was able to bring a business voice with 12,000 employees and billions in revenue. The AQCC voted in support 8-1.



POW Summit Partner, Aspen Skiing Co., launched the Give A Flake campaign inviting skiers and non-skiers alike to speak out against climate change. The campaign prompted Sen. Lisa Murkowski (R-AK) to rebut accusations of disingenuity on climate in Outside Magazine. Outside fact checked her responses and found them to be mostly wrong. Murkowski also contacted the National Ski Areas Association to find out why she was being criticized, and her office later had a conversation with Aspen Skiing Company's CEO, who asked her to take more meaningful action. Do you think we got her attention?



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# POW'S ALLIANCES

## ATHLETE ALLIANCE

● **The Creative Alliance** includes some of the best and most innovative storytellers in the outdoor industry. From Oscar-winning documentary filmmakers, to renowned adventure, action and environmental photographers, to journalists and multimedia artists, these creative partners are critical in helping translate POW's climate message to our community with stunning visuals. Art has always been a tool for moving society forward, for breaking molds and changing worldviews.

## BRAND ALLIANCE

● Whether we're being represented by Dr. James White at CU Boulder, or Dr. Elizabeth Burakowski from UNH, **the Science Alliance** validates and gives credibility to our messaging. Potential advocates want to see the climate data behind the social dialog. The members of our Science Alliance help to keep the facts at the forefront of the conversation. Climate scientists, glaciologists, hydrologists, historians and economists from some of the world's finest research and educational institutions, the members of POW's Science Alliance help the POW community understand and communicate the state of the science.

● **The Volunteer Alliance** provides a platform for dedicated outdoor enthusiasts to connect with and inspire their own communities toward climate action. Volunteers represent POW at local events like movie screenings, happy hours, ski and running competitions and expand the reach of our calls to action.



# 2020 LANDSCAPE

**What's at stake in 2020** - CNN Town Halls, debate questions--we've recently seen climate change begin to get traction in our national discourse. Meanwhile, the science is increasingly dire, with a "doomsday" reporting seeming to arrive monthly. We're proud to see that this shift has helped to inspire meaningful policy work across the country at the state and local levels. But with a federal attitude of denial, obstructionism and even rollbacks the sweeping changes needed can't happen.

On June 1, 2017 the Trump administration announced its intent to withdraw the United States from the Paris Agreement. Legally, the United States cannot officially exit the Paris Agreement until November, 4th 2020, the day AFTER the election. With the Intergovernmental Panel on Climate Change (IPCC) warning us that we have just over 10 years to cut our emissions in half and 30 years to achieve full carbon neutrality, we don't have time to wait for the federal government to see the light of day and change its attitude. As the climate conversation in the United States gets louder and the tone grows more urgent, 2020 is the right time for us to engage people through their passions, to help them understand that climate change is not just happening in far off places and in the future, it's happening now and in their backyards, in their playgrounds. 2020 is our time to educate and engage the outdoor sports community and register new voters and get them to the polls.



# POW'S 2020 GOALS

Grow the POW audience

Engage that audience deeply

Mobilize them broadly


**Build and deploy** an integrated media plan to expand POW's reach

**Educate the POW community** on our values, the advocacy journey and the immediately available climate solutions

**Build relationships** with new audiences in key geographies through culturally relevant events, expanded outdoor sport networks and regionally relevant alliance networks

**Leverage brand partners** to amplify POW's voice and influence, both nationally and in highly targeted geographies

**Provide compelling opportunities** for civic engagement and advocate empowerment



Within each of our target geographies lies a robust community of outdoor enthusiasts primed to become climate advocates. While this community recognizes the urgency of the climate crisis, they often feel overwhelmed by the scope of the problem and don't know where to begin. POW is an Exum Guide for the budding climate activist. First, we find authentic ways to connect with them—whether in the backcountry or the climbing gym. Then, we recruit them into a group of like-minded adventurers, and show them climate advocacy is a lot **easier and more impactful than they realize**. Then, by deploying a range of culturally relevant tactics meant to engage, educate and mobilize these new recruits, we can turn all of these individuals into activists.



# OUR APPROACH



**RENEWABLE ENERGY**



**CARBON PRICING**



**ELECTRIFIED TRANSIT**



**PUBLIC LANDS**

**EDUCATION:** An educated audience is an active audience. POW takes care to educate the outdoor audience on the climate impacts that are relevant to their communities and works to provide the background in climate-related public policies designed to address those impacts. When opportunities arise for civic engagement, POW is then able to activate a knowledgeable and empowered network.

**CIVIC ENGAGEMENT:** Speak to them where they are. Knowing our community's passion for outdoor activity, POW creates relatable and interesting opportunities for action by hosting and participating in core, sport-specific events. We have been known to offer up a bar event with Jeremy Jones, only to bait and switch the audience with MIT's Dr. John Sterman to talk about climate action. People love it.

**ADVOCACY & ORGANIZING:** With our goal of turning passionate outdoor people into climate advocates, POW creates opportunities for advocacy across a range of local, state and federal campaigns. Thoughtful campaigns that resonate with the outdoor community and are shared by our network of brand partners and alliances have allowed POW to engage nearly 42,000 advocates, 20,500 in 2019 alone. 17,000 of those advocates in 2019 are first time activists.

**LOBBYING:** If one of the requisite steps in achieving a net carbon neutral future is a shift in political will, then access to and influence over our elected officials is of paramount importance. POW has filled a rolodex of some of the most important names in local, state and federal level offices by building relationships centered around climate action. But the relationship doesn't end in the POW office, POW then provides opportunities for members of the outdoor community to meet with those officials and ask for their support of initiatives that fall within our policy agenda.

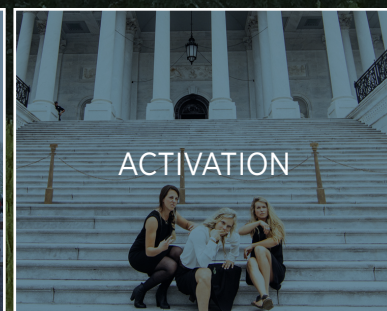
**CAMPAIGNS:** In order to effectively grow, engage and mobilize our community in 2020 POW commissioned a national motivation study to understand how our alliances can inspire current and future followers to undertake more complex and sustained advocacy. The insights gained from this study will inform a fresh communication and engagement strategy for POW and its alliances, a redesigned POW website, media planning and buying principles as well as POW's organizing strategies.



# 2020 INTEGRATED FIELD PLAN

Our theory of change hinges on the belief that the outdoor recreation community can have a disproportionate impact by driving participation at the margins. By focusing our 2020 efforts in just a few but highly critical geographies, keeping our messaging tight and our activations localized, we believe that we can educate and activate our audience in those geographies and shift the shape of our nation's response to the climate crisis.

## Goals



## Tactics

VOTER EDUCATION

ADVOCACY / ORGANIZATION

CIVIC ENGAGEMENT

LOBBYING

## CTA's

PLEDGE

REGISTER

VOTER GUIDEBOOK

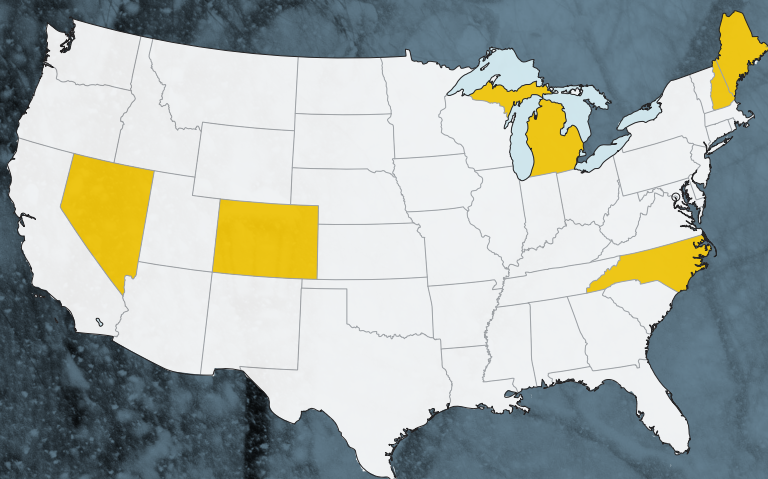
MAKE A PLAN TO VOTE



# 2020 GEOGRAPHY DETAIL

We'll focus on leveraging brand partners who have footholds in those communities as well as the alliance members and outdoor activities that serve as the glue that bonds the community. In-person activations allow POW to grow and to engage the community in a truly personal way, setting the foundation for reliable activations when it comes time to mobilize.

Leveraging a stocked toolbox of tactics, we anticipate securing commitment from 40,000 people across these outdoor sports communities to prioritize climate in 2020.



Contribution to Federal Climate Action: We will work in key geographies and states where opportunity exists to build political will to address the climate crisis.

Community: Where there is a strong community centered around outdoor recreation- ski/snowboard, climbing, mountain biking and trail running.

Engagement Touchpoints: Where there are Colleges and Universities, outdoor retailers, ski areas, climbing gyms, or brand partners who have local communities.

## Grow the audience:

- Lead Generation + Series Emails
- Social Media: Paid + Organic
- Local Events: POW Speaker Series, Partner Brand Events, Film Tours
- Partner Pledge iFrame
- Friend to Friend texting campaigns
- Tabling at ski films

## Engage the audience

- Friend to Friend texting campaigns
- Print, Display and radio advertising
- Alliance Op Eds
- Volunteer Trainings + Volunteer Alliance
- Athlete Summits

## Mobilize the non-partisan audience

- Make a plan to vote
- Friend to Friend texting campaigns
- Sharable and viral voting assets



# THIS IS JUST THE BEGINNING...

A new chapter has opened in the climate movement's efforts to affect systemic solutions to the climate crisis. Over the next 13 months of work, we will strategically harness a deep and emotive connection to the broader outdoor sports community to activate them on climate. Across the U.S. and within POW's key 2020 geographies, we will work to recruit, engage and mobilize members of that community; bringing us one large step closer to a clean energy future.



*Recruiting and empowering new climate advocates*

*Securing 40,000 non-partisan vote pledges*

*Building new audiences in geographies that are key to long term success on climate*

*Reaching 1.5-2 million unique people across a range of paid and earned media channels*

*Empowering all brand partners to amplify POW's voice and influence*



# IN SUMMARY

*Our goal is to build the national political will to enable meaningful climate policies, and shift cultural norms to make those policies durable. There's only one thing we need to ensure we are successful: your help. Please join us.*

**POW**   
**PROTECT OUR WINTERS**